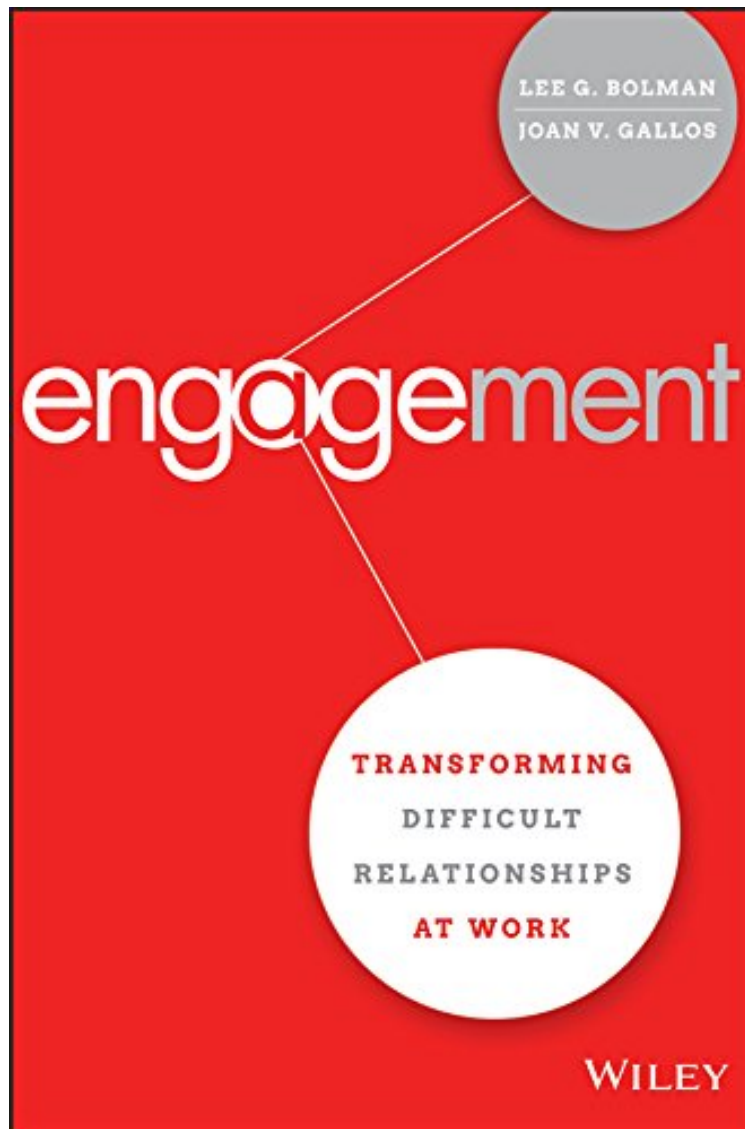


Engagement: Transforming Difficult Relationships at Work

Lee G. Bolman, Joan V. Gallos
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Lee G. Bolman, Joan V. Gallos : Engagement: Transforming Difficult Relationships at Work before purchasing it in order to gage whether or not it would be worth my time, and all praised Engagement: Transforming Difficult Relationships at Work:

1 of 1 people found the following review helpful. Highly recommended for work and personal situationsBy CustomerReading this book was very helpful and I have already started trying out the new skills taught about dealing with high-maintenance persons. The SURE rules of engagement will be useful in so many situations, including relationships at work and even in my personal life. The book is written in an easily accessible manner, and I really

enjoyed the way the book went back and forth between Vicky's, the main character, story and explanation/analysis of the key lessons learned by the interaction. It caused me to reflect on my own encounters with 'difficult' people and to realize that I could change the outcome by changing the way I communicated--a very empowering thought indeed! We have decided to have our entire six-person team read the book and discuss the SURE approach together. I believe we will be talking and reflecting on these skills for many years to come! 0 of 0 people found the following review helpful. Four Stars By Karen Huhn Very practical 0 of 0 people found the following review helpful. Depersonalize HR Challenges and Look for Win-Win Solutions By rampageous_cuss This is good stuff though I have a few quibbles. The book's examples are aimed at management but are applicable to difficult HR issues at every level. The authors' ideas are summed up as the SURE rules of engagement:- STOP before reacting instinctively - make a careful objective analysis before engaging with the problem.- UNHOOK whenever your emotional buttons are pushed.- REVISE any unproductive approaches, looking for depersonalized solutions.- ENGAGE the problem, EVOLVE your own understanding, or EXIT if you can't resolve the problems. Although the examples are inevitably simplistic, they're very useful. I wish I'd had these ideas years ago. The biggest complaint I have about this book is that it's there needs to be something in here about recovering from bad beginnings; it seems mostly aimed at managers starting with a new team.

Master the interpersonal side of management to enhance productivity and boost success Engagement is the manager's essential primer for dealing with difficult people and managing your team. Bestselling authors Lee G. Bolman and Joan V. Gallos are back with an engaging business novella that relates real, practical techniques captured in the 4-step SURE model for handling people problems. The story centers around a manager in a new job, and her experiences applying the four steps in leading her new team. Brief interludes punctuate the story throughout to provide room for reflection, and to explain the complex interpersonal dynamics at play in commonly encountered situations. Key lessons are underscored as the foundation for a sound people strategy, and the features and details of each rule are laid out in a clear, concise manner. You'll learn alongside the story's manager as she uses the model to find artful solutions to problems that could have easily derailed her chances of success. People are the hardest part of a manager's job. No matter how well-matched their skill sets, there is always the potential for interpersonal conflicts and strains to throw the team off-course. This book shows you deft strategies for addressing those challenges with a well thought-out framework for getting your team fully invested in the group's success. Find creative solutions to persistent issues Dig into the interpersonal dynamics at work Learn how to handle and manage difficult people Apply key strategies for engaging the team This compact, easy-to-apply set of guidelines draws on your leadership skills while providing a strong foundation for a new managerial approach. Effective management is frequently a tightrope between results and morale, and Engagement shows you how to find your balance and steady your team.

From the Inside Flap In Engagement, bestselling authors Lee G. Bolman and Joan V. Gallos offer a compelling workplace parable to illustrate the strategies and skills needed to make unworkable relationships positive and productive. The book introduces the four-step SURE model, which offers rules of engagement for staying alert, grounded, and productive when faced with the prickly, taxing, or toxic folks who block progress, weigh you down, undermine your confidence, leave chaos in their wake, and cause a disproportionate share of headaches and sleepless nights. Bolman and Gallos advocate that deeply engaging oneself, one another, and the situation is the best route to transform difficult relationships. They show how to unhook from the anger, stress, and frustration that limit your ability to see and appreciate better possibilities. Working with difficult people a problem employee, bully boss, chronically complaining coworker, mean-spirited associate, Machiavellian teammate, or troubled colleague all take a combination of strategy, confidence, determination, and skill. The authors show how to apply the four-step SURE model for overcoming the obstacles and frustrations that difficult people present. Because it is written as a parable, Engagement offers you the opportunity to slow down and think about your reactions, compare your solutions with others, and view events through multiple perspectives your own, the authors, and the characters in the story. Engagement helps to better understand yourself, respond more effectively in your workplace, and handle challenges in ways that bring out the best in you and others. From the Back Cover The essential resource for mastering the interpersonal side of management Engagement is the must-have guide for transforming difficult relationships. Bestselling authors Lee G. Bolman and Joan V. Gallos teach readers how to tackle tough people problems with ease and confidence through the use of four rules of engagement. The book features a compelling business story about a talented manager in a new job as she learns to cope with an oppressive boss and underperforming team. Periodic interludes highlight key lessons and underscore ways to strengthen diagnostic lenses and relationship skills. The book closes with a "try this" tutorial section that digs deeply into foundational practices and habits of the mind to help readers expand their professional skills and strengths. Engagement is for anyone in search of new ways to handle a problem employee, irritating boss, complaining colleague, or treacherous teammate. "If you've ever felt hobbled by a difficult relationship at work, read this book! The authors' four-step process is remarkably easy to use and their many examples and clear scripts take the anxiety out of the process. It almost makes me eager for the next high-maintenance person to enter my life!" DOUGLAS T. HALL, PhD, Morton H. and

Charlotte Friedman Professor of Management and Director, Executive Development Roundtable, Questrom School of Business, Boston University "Toxic people quickly create environments of intimidation and hostility that sap motivation and leave us feeling helpless. Engagement is the perfect antidote: insightful strategies for engaging with difficult colleagues in ways that build confidence and transform relationships. A must-read guide for maximizing interpersonal productivity in the workplace and beyond!" —SANDRA KRUSE-SMITH, PhD, Executive Coach and Owner, Synergy Career and Professional Development "The principles of human development and interpersonal relationships on which Engagement is based are sound. As a user of its four rules, I can tell you they work: empowering, effective, and a way to face challenging people with new confidence and elan." —JANINE BEMPECHAT, EdD, Professor of Psychology and Human Development and Director, Center for Scholarship and Research, Wheelock College

About the Author

LEE G. BOLMAN holds the Marion Bloch Missouri Chair in Leadership at the Henry W. Bloch School of Management at the University of Missouri — Kansas City. He is the coauthor of *How Great Leaders Think*; *Reframing Organizations*; *The Wizard and the Warrior*; and *Leading with Soul*, all from Jossey-Bass. JOAN V. GALLOS is professor of leadership at Wheelock College, where she also served as Vice President for Academic Affairs. Gallos is coauthor of *Teaching Diversity: Listening to the Soul, Speaking from the Heart*; editor of both *Organization Development: A Jossey-Bass Reader* and *Business Leadership: A Jossey-Bass Reader* (second edition); and creator of the teaching materials for the full Jossey-Bass Reader Series. BOLMAN and GALLOS are the co-authors of *Reframing Academic Leadership*, also published by Jossey-Bass.